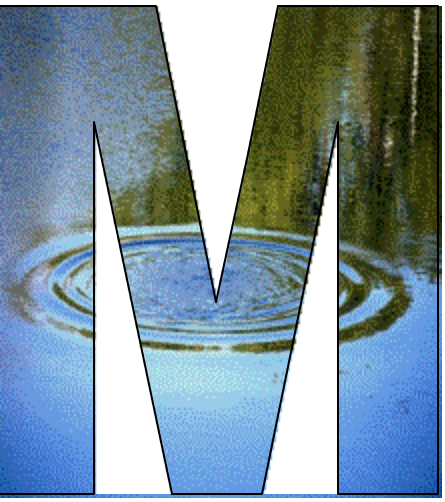
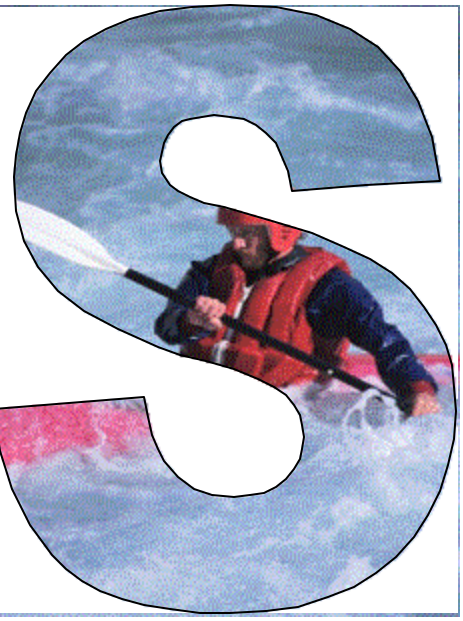




MUNICIPAL SUPPORT DIVISION

FY 2001 Strategic Plan

U.S. Environmental Protection Age
Office of Wastewater Manageme
October, 2000

2001

Municipal Support Division Strategic Plan

Our Vision

All Communities Manage Water Resources Effectively to Achieve Environmental and Health Goals.

Our Mission

To provide, stimulate and transfer information, financial resources and technical assistance through partnerships with States, Territories and Tribes, local governments, national organizations, the private sector and other stakeholders to address high priority public health and water quality issues.

Our Strategy

Close The Funding Gap

Prevent major national infrastructure deterioration.

Improve Infrastructure Performance

Transform the way wastewater treatment systems are managed.

Partner

Develop programs and information, and deliver technical and financial assistance to communities.

Introduction

The Environmental Protection Agency's (EPA) major goals and priorities for clean water are stated in the Agency's Strategic Plan (http://www.epa.gov/ocfopage/plan/plan.htm.) EPA's strategy is to pursue the highest priority point source and nonpoint source pollution problems as identified on a watershed basis. Watershed-based management seeks to address high-priority public health and water quality challenges, reducing risks from the discharge of inadequately treated wastewater and other pollutants into our water bodies in the most cost-effective ways possible. There is clear recognition that management of pollution from nonpoint sources is increasingly important and that pollutant loadings from municipal point sources must continue to be reduced.

The role of the Municipal Support Division (MSD) is to provide financial and technical assistance to facilitate the effective management

of point and nonpoint sources of water pollution including municipal wastewater, storm water discharges, and overflows from combined sewers and sanitary sewers during wet weather. MSD also addresses the financing and implementation of point and nonpoint source pollution controls; the protection of sources of drinking water,

the publicly-acceptable management of beneficial use of wastewater treatment residuals called biosolids, and the conservation, recycling and reuse or effective use of water resources, including conservation, recycling and reuse of water and treated wastewater.

Our Current State

MSD's career environmental and financial professionals have extensive training and experience in municipal wastewater treatment technology and finance, policy and regulation development, grant management, water resource management, performance management and outreach.

We are responsible for the management of the $30 billion Clean Water State Revolving Fund (CWSRF) program and the financial management of the newer Drinking Water State Revolving Fund (DWSRF.) We oversee billions of dollars in special Congressional appropriations for wastewater and drinking water infrastructure projects, and we help assure fiscal responsibility during the conclusion of the construction grant program authorized under Title II of the Clean Water Act, the nation's second largest public works program. We help municipalities and others to explore improved ways of managing wastewater and the residuals from its treatment in traditional centralized systems as well as on-site and decentralized systems. We encourage water conservation. We assist Tribes and Special Needs communities from the U.S.-Mexico border to Alaska.

MSD recognizes that success in achieving our policy mission depends on our skill in supporting the needs and development of our work force, improving the efficiency and effectiveness of our internal business processes, and understanding and working to meet the needs of our customers. The division's managers will set explicit, internal goals with staff input, and track their achievement throughout the year.

MSD's Role for the Future

We envision a future state in which we are viewed by the Agency and its stakeholders as a national center of excellence that contributes to and participates in partnerships that help communities with watershed-based water resources management.

> MSD's Water Alliances for Voluntary Efficiency (WAVE) program is saving 900 million gallons of water, 216 billion BTUs of energy, and $6.7 million in water and energy costs each year. Potential savings are 32 billion gallons and *one trillion* BTUs /

To continue our progress toward our future state, MSD is taking stock of emerging challenges in water quality. This Strategic Plan requires that we address what we believe to be our new challenges and responsibilities:

- *Providing incentives for the public and private sectors to invest in improved management, maintenance and rehabilitation of*

existing collection and treatment systems, and to construct new systems.

- *Stimulating an atmosphere in which the public and private sectors are willing to invest in research and development leading to improved collection and treatment technologies and reducing the cost of currently available technologies.*

MSD will continue its strong focus on program areas that have resulted in tremendous improvements in water quality and public health during the last 28 years, including:

- *Improving wastewater collection and treatment system performance.*
- *Improving nonpoint source controls and restoration.*
- *Improving the management and performance of on-site and decentralized wastewater treatment systems.*
- *Addressing emerging water scarcity issues.*

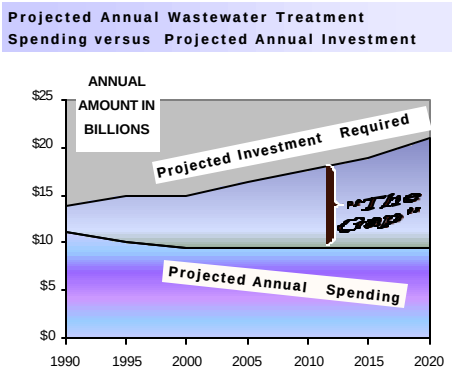
Last year the 48 states funded under MSD's Operator Training Program helped 915 wastewater treatment plants achieve and maintain safe, effective levels of

Fulfilling Our Role

MSD plans to meet these key, high-priority national water quality challenges through three overarching means: closing the funding gap, working to improve infrastructure performance, and partnering. We will address each in detail.

Closing the Funding Gap

If the municipal wastewater management sector is to improve upon gains made to date and prevent further major national infrastructure deterioration, it must identify ways to fund more effective maintenance and rehabilitation of existing facilities as well as the construction of new facilities.



As America's population grows the next 20 years, the nation will have to significantly increase spending simply to provide the level of pollutant removal being provided in the year 2000. Much more will be needed to fund replacement of deteriorating infrastructures.

Federal government funding for all categories of infrastructure has been essentially stable between $40 and $50 billion per year. However, annual Federal expenditures in

current dollars for water and wastewater have declined from nearly $10 billion in 1980, to about $2.5 billion today.

The national investment in water and wastewater capital has remained flat for many years but, as the infrastructure ages, operation and maintenance costs are rising sharply. Neither the Federal government or any other single stakeholder by itself has the resources to satisfy capital investment needs.

What is needed is a national dialogue, the purpose of which will be to reach consensus on the appropriate roles of all the relevant stakeholders (the Federal government, States, Territories and Tribes, local governments, and the private sector) in providing the necessary investments.

Working to Improve Infrastructure Performance

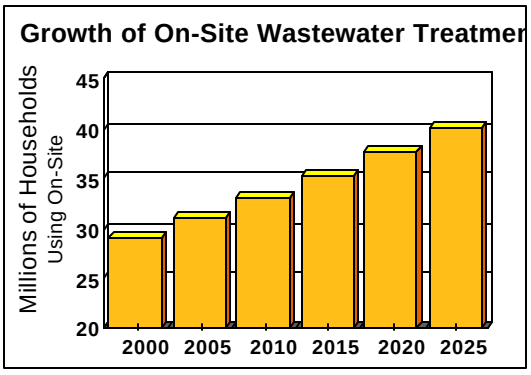
In order to maintain the pollution loading reductions we have achieved, the municipal wastewater management sector must develop new/different technologies to increase pollutant removal and/or lower the cost of known technologies to transform the way systems are managed because of:

- Population Growth: By 2010, the population served by wastewater collection and treatment systems is expected to increase by some 30 million people, increasing pollutant loadings. If current levels of treatment are not increased, by 2016 wastewater treatment plants will discharge about as much total biological oxygen demanding pollution as they did in 1972, before the nation adopted the landmark secondary treatment standard.

- Aging Infrastructure: Many wastewater treatment and collection systems are decades old and may be reaching the point at which major rehabilitation or replacement is necessary.

- Increasing Regulation: As water quality goals require more stringent controls, dischargers will be required to invest in higher levels of treatment.

- On-site systems: badly managed on-site and decentralized treatment systems are creating health and water quality problems.



These pressures will lead people to seek more efficient and cheaper ways of accomplishing the same or higher levels of treatment to improve public health and water quality, and water use efficiencies on a watershed basis. The pressures will also lead people to better anticipate future infrastructure needs for new and replacement infrastructure, and to find the most cost-effective solutions for its short and long-term operation and maintenance.

Partnering

MSD will create, foster and lead partnerships comprising other EPA Headquarters Offices,

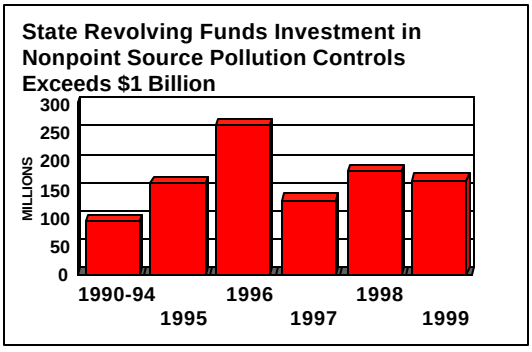
> Through EPA, nearly 500 wastewater treatment and drinking water facilities have been built on Federal Indian Reservations and in Alaska native and rural villages to protect tribal health and some of the world's most pristine rivers, lakes and streams.

the ten EPA Regional Offices, other Federal and international government agencies and local governments, States, Territories, Tribes, national organizations, non-governmental organizations, educational concerns and other institutions to develop information and programs and deliver technical and financial assistance to communities, our ultimate customers.

Our Strategic Goals

The Agency's goals and priorities for clean water are stated in the Agency's Strategic Plan. By successfully carrying out MSD's own Strategic Goals, we will contribute directly to the achievement of the Agency's goals.

Goal 1 - Close The Gap



Maintain, coordinate, create and implement water resource infrastructure financing programs and partnerships to meet priority community water resource infrastructure needs.

Objectives

1.1 Assure that Federal funds and the funds they leverage are used to meet the most important environmental needs on a watershed basis.
1.2 Assure that Federal funds are managed according to the highest standards of fiduciary responsibility.

1.3 Assure that the Agency has the best information available to assess long-term water and wastewater infrastructure replacement and maintenance needs.

1.4 Provide expert advice for the development of new financial assistance programs and instruments.

Goal 2 - Improve Infrastructure Performance

Develop and disseminate information on community water resource infrastructure management.

O

> MSD has developed about 100 fact sheets to help municipalities improve wastewater treatment effectiveness and manage wet weather pollution from storm drains and overflowing sewers.

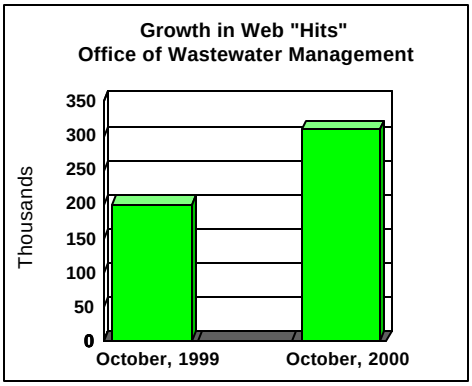
bjectives

2.1 Institutionalize financial, economic and engineering management practices to provide required service in the most cost-effective manner.

2.2 Foster the development of new and innovative technologies for water resource infrastructure management.

2.3 Foster improved management of on-site systems.

2.4 Provide technical support for the development of water policies, guidance and regulations.



Goal 3 - Partnering

Maintain and improve existing partnerships. Introduce and invigorate partnerships and networks.

Objectives

3.1 Improve our understanding of our customers' needs, and determine how well the products we offer meet those needs.

3.2 Improve the partnerships and networks we use to carry out our work, including increased use of the Internet and Distance Learning.

3.3 Foster partnering among States, Regional, Territories and Tribes, local governments, and municipal departments and agencies engaged in public health and environmental protection, with the aim of increasing coordination and developing synergy to increase effectiveness and efficiency.

3.4 Increase cooperation and communication among public health and water quality/ environmental agencies.

Thank you for reading the MSD Strategic Plan. We welcome your comments and suggestions.

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October, 2000

Format and graphic design by Kong Chiu

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